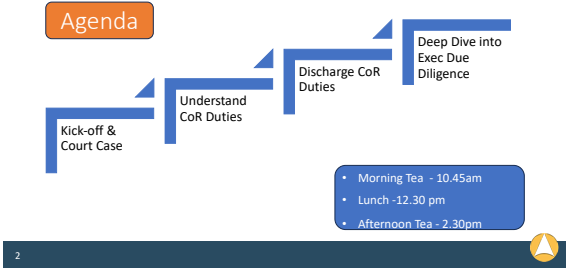
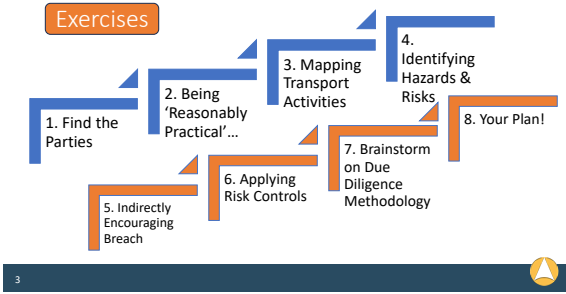


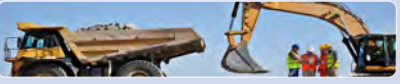
Workbook

Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

#	Slides	Your Notes
1	 IPWEA FLEET Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives & Managers Anne-Maree Coyne CoR Specialist IPWEA Consultant, Modus Management	
2	 Agenda - Kick-off & Court Case - Understand CoR Duties - Discharge CoR Duties - Deep Dive into Exec Due Diligence - Morning Tea - 10.45am - Lunch - 12.30 pm - Afternoon Tea - 2.30pm 2	
3	 Exercises 1. Find the Parties 2. Being 'Reasonably Practical' ... 3. Mapping Transport Activities 4. Identifying Hazards & Risks 5. Indirectly Encouraging Breach 6. Applying Risk Controls 7. Brainstorm on Due Diligence Methodology 8. Your Plan! 3	
4	Landmark Case - Connect Logistics 4 Police Officers killed when Connect Logistics driver veered into emergency lane on Eastern Freeway, Vic Court Outcomes - Connect Logistics convicted & fined \$2.3 million - Driver convicted & jailed 18.5 yrs - National Operations Manager convicted in contested hearing - Sentenced to jail for 3 yrs - Overturned on Appeal - Matter still before Court at this time - Two other Execs convicted with fines - Driver's supervisor convicted with Community Correction Order of 200 hours  4	

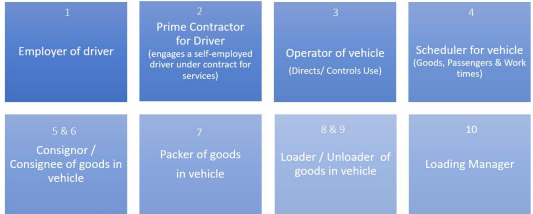
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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

5	Understanding Duties Fundamental Building Blocks of Primary & Executive Duties 	
6	Why 'Chain of Responsibility' CoR  6	
7	Duty of Executive  To exercise due diligence to ensure organisation complies with its safety duties 7	
8	 Primary Duty (Heavy Vehicles >4.5t GVM) Each party in chain must ensure, as far as reasonably practical, safety of the party's transport activities relating to the heavy vehicle 8	

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

9	Parties in Chain of Responsibility  The diagram lists 10 parties in the Chain of Responsibility: 1 Employer of driver 2 Prime Contractor for Driver (engages a self-employed driver under contract for services) 3 Operator of vehicle (Directs/ Controls Use) 4 Scheduler for vehicle (Goods, Passengers & Work times) 5 & 6 Consignor / Consignee of goods in vehicle 7 Packer of goods in vehicle 8 & 9 Loader / Unloader of goods in vehicle 10 Loading Manager 9	
10	Other Examples of Safety Duties Safety Requirement A person must not use, or permit to be used, on a road a heavy vehicle that is unsafe. Contravening Condition of Mass or Dimension Exemption Generally A person must not use, or permit to be used, on a road a heavy vehicle that contravenes a condition of a mass or dimension exemption applying to the vehicle. 10	
11	Exercise 1 - Find the Parties  Exercise 1 in Workbook FIND THE PARTIES 11	
	Business Activity – Waste Collection Heavy Vehicle- Local Council Garbage Truck Please read the Scenario Last Wednesday, Bill, a driver employed by Council, approached one of the empty garbage trucks and completed a pre-start inspection of the vehicle on an iPad and submitted it. He drove the truck from the depot at Council's Waste Recycling Centre along his usual Wednesday route, in accordance with the schedule which had been pre-determined by Murray-one of Council's schedulers. Bill loaded the vehicle	

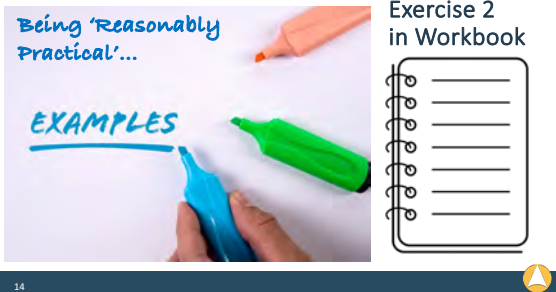
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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

with garbage from the residents' kerbside garbage bins. When the onboard scales indicated that the truck was loaded to the permissible capacity, Bill drove the vehicle back to Council's Waste Recycling Centre. Once Bill arrived back at the Centre, he drove the garbage truck to the site of Council's contracted recycler- Recycle Co- which provides collection services of commingled recycling materials for Council. Recycle Co unloaded about 20 garbage trucks a couple of times each weekday. Bill drove to the designated unloading area and unloaded the vehicle, under the watchful eye of George. George is the Operations Manager at Recycle Co and he supervises all the loading and unloading. Bill waived to George on his way out of Recycle Co, on his way back out to collect some more waste. Instructions List all the parties in the chain of responsibility in the adjoining column.	
12	What does 'Safety' mean for Heavy Vehicle National Law? Public Risk - safety risk or risk of damage to road infrastructure Safety Risk - Risk to public safety or harm to environment Public Safety - Risk to safety of persons or property, including safety of ➤ drivers, passengers & other persons in vehicles & combos ➤ persons or property in (or likely to be in vicinity of) road infrastructure & public places ➤ vehicles, combos & their loads  12 

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

13	What is 'Reasonably Practical' for a Duty?  13	
14	Exercise 2- Apply 'Reasonably Practical' Test	
	 14	
	a) Provide an example of where you applied the reasonably practical test, or where you saw it being applied by others (preferably in relation to some type of safety compliance and not necessarily heavy vehicle compliance).	

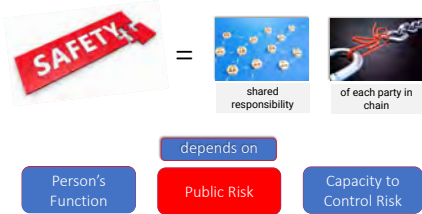
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	b) What factors were considered when it was applied?	
	c) Was it difficult to apply the reasonably practical test? If so, why?	
15	Transport Activities  Activities, including business practices and decision making, associated with the use of a heavy vehicle on a road What are some examples?  15 	

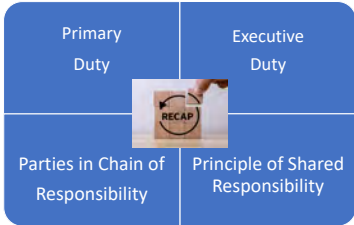
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16	Principle of Shared Responsibility  16	
17	 17	
18	Duty of Executive  Exercise due diligence to ensure organisation complies with its safety duty 18	
19	Who is an Executive of a CoR Party?  ➤ Management member - unincorporated body ➤ Executive officer - corporation ➤ Partner - partnership Management member – member of management committee or each member concerned with, or takes part in, the body's management (irrespective of name of member's position) Executive officer – director or any person concerned or takes part in management of corporation 19	

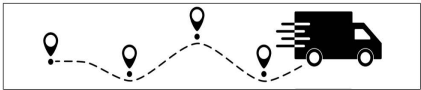
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20	 Due Diligence Cycle – Master Code RICP under HVNL 20	
21	 21	
22	Discharging Duties 	
23	Mapping Transport Activities 	

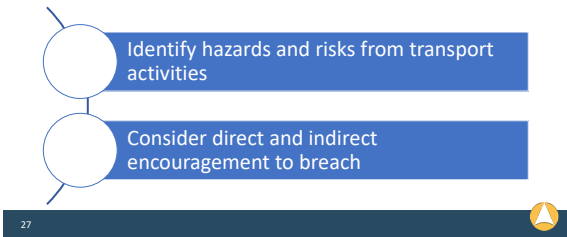
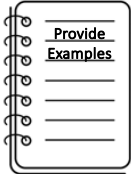
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24	Mapping a Party's Transport Activities  Identifying points of contact or influence between your business's activities and your heavy vehicle transport 24	
25	Exercise 3 Map the transport activities for one of your business's activities	
	Mapping Transport Activities  Exercise 3 in Workbook  25 Step 1. Watch demo - Watch the demonstration of how to map transport activities for waste collection using a heavy vehicle. Step 2. Select heavy vehicle use case - Consider the different ways you use heavy vehicles in your organisation and select one of these so you can map the relevant transport activities. You will be mapping the points of contact and influence between the transport activity and the heavy vehicle transport. Please do not select waste collection. Please ask the facilitator for help if you are unsure of an appropriate selection. Step 3. Map – Go to the Mapping Table on page 26 and use it to map the transport activities, where indicated.	

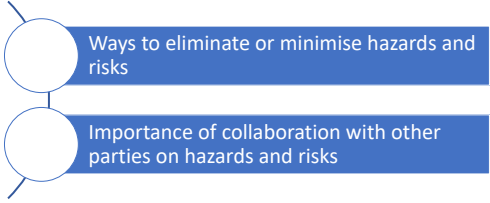
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	Consider any Third Parties in the Chain of Responsibility and, if you have time, add them and any other Touch Points, as explained. Ignore the additional, rows for now.	
26	Assessing and Managing Risks 	
27	Assessing Risks 	
28	Exercise 4 - Indirect Encouragement to Breach	
	Indirect Encouragement to Breach HVNL  Exercise 4 in Workbook  In the adjoining column, list one or two examples of indirect encouragement to breach that you can think of or seen at an organisation.	

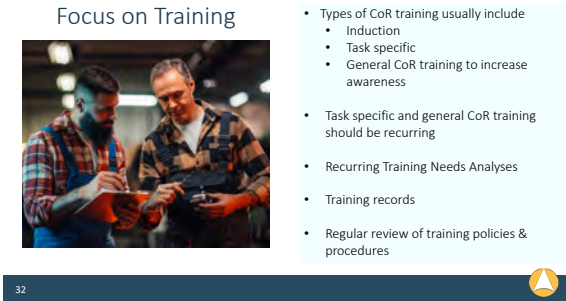
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	We'll then discuss some participant examples in a group.	
29	Exercise 5 – Identifying CoR Hazards & Risks	
	Identifying CoR Hazards and Risks  Exercise 5 in Workbook  29  Add hazards and risks - Consider the transport activities you mapped in your Mapping Table on Page 26 . Add hazards and risks that correspond to the transport activities in the rows provided.	
30	Managing Risks  30 	

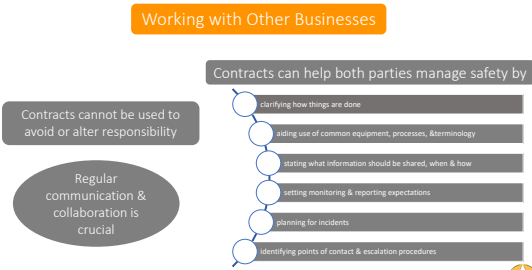
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	 Implementing Risk Controls Policies & Procedures 31	
32	 Focus on Training • Types of CoR training usually include • Induction • Task specific • General CoR training to increase awareness • Task specific and general CoR training should be recurring • Recurring Training Needs Analyses • Training records • Regular review of training policies & procedures 32	
33	 Monitoring, Reporting & Continuous Improvement Q's to Ask & Answer 1 What information is relevant? 2 How to collect it? 3 Who should receive it? 4 How to interpret it? 5 What actions to take? 33	
34	 Safety Management Systems SMS framework SMS Safety policy and documentation • Management commitment • Safety responsibilities • Key safety personnel • Documentation • Road safety legislation Safety risk management • Hazard identification • Risk assessment and mitigation/avoidance • Risk monitoring and review • Incident reporting Safety assurance • Internal policy investigation • Safety performance monitoring and measurement • Change management • Continuous improvement Safety promotion and training • Safety training and education • Safety communication • Positive safety culture NHVR SMS Fact Sheet 34	

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35	Building a Safety Culture  NHVR - SMS Positive Safety Culture - Quick Guide 35	
36	Working with Other Businesses  36	
37	Exercise 6 – CoR Risk Controls  Exercise 6 in Workbook 37 Add CoR Risk Controls - Add any known risk controls to your Mapping Table on page 26 and consider ways your organisation can identify other hazards and risks.	

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38	Discharging Duties  38	
39	Deep Dive Executive CoR Due Diligence & Creating an Implementation Plan 	
40	Executive Duty to Exercise Due Diligence - HVNL <i>Due diligence</i> includes taking reasonable steps— (a) to acquire, and keep up to date, <i>knowledge</i> about the safe conduct of transport activities; and (b) to gain an <i>understanding</i> of— (i) the nature of the legal entity's <i>transport activities</i>; and (ii) the <i>hazards and risks</i>, including the <i>public risk</i>, associated with those activities; and (c) to ensure the legal entity has, and uses, appropriate <i>resources</i> to eliminate or minimise those hazards and risks; and (d) to ensure the legal entity has, and implements, <i>processes</i>— (i) to eliminate or minimise those hazards and risks; and (ii) for receiving, considering, and responding in a timely way to, <i>information</i> about those hazards and risks and any incidents; and (iii) for complying with the legal entity's safety duties; and (e) to verify the resources and processes mentioned in paragraphs (c) and (d) are being provided, used and implemented. 40	

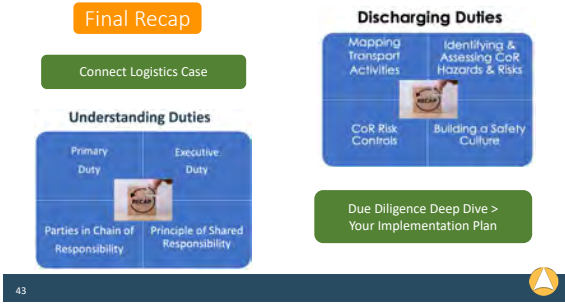
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41	Exercise 7 Brainstorm on Due Diligence Methodology	
	Brainstorm on Due Diligence Methodology  Exercise 7 in Workbook  41 Note in the next column: • how you exercise due diligence in safety compliance generally at your organisation; and • how you could improve the way you meet the due diligence requirements for CoR. Engage in a facilitator-led brainstorming session on the methods which can be used to improve your due diligence, the associated challenges and how to overcome them.	
42	Exercise 8 Create Your Own Executive CoR Due Diligence Implementation Plan	
	Create your own Executive CoR Due Diligence Implementation Plan  Exercise 8 in Workbook  42	

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

	Step 1. Demo - Watch the demonstration on the white board of how to create an Executive CoR Implementation Plan (Plan). Step 2. Create your own Plan – Use the transport activities you have mapped and what you have learned in today’s session to create your own Plan, as discussed in the demonstration. You can use the table provided at page 34 of this Workbook. Ask the facilitator about anything you’re unsure about as you develop your Plan.	
43	 The screenshot shows a presentation slide with the title 'Final Recap'. It contains several boxes: 'Connect Logistics Case', 'Understanding Duties' (with sub-points: Primary Duty, Executive Duty, Parties in Chain of Responsibility, Principle of Shared Responsibility), 'Discharging Duties' (with sub-points: Mapping Transport Activities, Identifying & Assessing CoR Hazards & Risks, CoR Risk Controls, Building a Safety Culture), and a green button labeled 'Due Diligence Deep Dive > Your Implementation Plan'. A small '43' is visible in the bottom left corner of the slide.	
44	Exercise 9 - Create a Synopsis & Key Takeaways	
	 The screenshot shows a presentation slide with the title 'Create your own Synopsis & 3-5 Key Takeaways'. It features a graphic of a red notebook with a pen and a yellow sticky note, a graphic with the text 'KEY TAKEAWAYS' on a yellow background, and a graphic of a spiral notebook. A small '44' is visible in the bottom left corner of the slide. 1. Synopsis – CoR executive due diligence is not done by one person acting alone. It is the responsibility of every executive, and every executive can be liable for breaches.	

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

	Accordingly, it's advisable to share any additional knowledge or awareness you've gained in the session today with your ELT and relevant others at your organisation. A synopsis of key points to share – similar to a pitch for improving CoR due diligence at your organisation - may be useful and this is the best time to create it! 2. Key Takeaways Key takeaways are important points you want to remember or action from today's session. They can be personal to you. Noting them now can help you to action CoR due diligence when you return to work.	
45	A Wealth of Free NHVR Resources 	

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

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Registered Industry Codes of Practice

TITLE	SPONSOR ORGANISATION	DATE REVISED	REVIEW DATE
Master Code Master Code (PDF, 1.2MB)	Safe Trading and Supply Chains Ltd	23 November 2018	November 2020
Transportation Services Transportation Services (PDF, 1.0MB)	Transportation Services & Logistics Association	31 June 2022	June 2025
Aurizon Aurizon (PDF, 1.0MB) For an overview of the Offshore Code and access to frequently asked questions, please see Offshore Code (PDF, 1.0MB) and Offshore Code (PDF, 1.0MB) .	Aurizon (Contract and Road Transport Association)	21 November 2022	November 2027
Woods and Pugh Woods and Pugh (PDF, 1.0MB)	Woods and Pugh Industry Association of Queensland (WPIA)	12 June 2024	12 June 2027
Grain Industry Council Grain Industry Council (PDF, 1.0MB)	Grain Industry Council of Australia (GICA)	10 August 2024	August 2029

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NHVR Regulatory Advice

Title	Published
Loading and load restraint	Feb 2024
The Primary Duty	Dec 2023
Local Government as a CoR Party	Oct 2023
Managing the risks associated with heavy vehicles travelling down steep descents	April 2023
Heavy vehicle safety technology and telematics	Mar 2023
Managing the risk of a light or empty lead trailer in a laden B-double	Dec 2022
Maintenance of heavy vehicles used in agricultural or seasonal work	Dec 2022
Operating in the agricultural sector	Dec 2022
Reasonably practicable	Nov 2022
Managing the risks associated with noncompliant heavy vehicles arriving at premises	Nov 2022

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NHVR Regulatory Advice

Title	Published
Fitness to drive: Mental health	Oct 2022
Fitness to drive: Physical health	Sep 2022
Fitness to drive: Fatigue	Aug 2022
Discrimination against or victimisation of employees	Aug 2022
Seatbelt use compliance in the heavy vehicle industry	Aug 2022
Driver distraction	Aug 2022
Obligations for Restricted Access Vehicles	Jul 2022
Prohibited requests and contracts under the HVNL	Jun 2022
Providing false or misleading information to the NHVR	Jun 2022
Managing the risks of undertrained workers	May 2022
Managing the risks of time slot bookings	May 2022

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NHVR Regulatory Advice

Title	Published
Managing the risks of heavy vehicle transport activities in the construction industry (Principal Contractor)	Apr 2022
Managing the risks of heavy vehicle transport activities in the construction industry (Operator)	Apr 2022
Managing the risks of employees impaired by alcohol and other drugs	Mar 2022
Managing the risks of light to medium heavy vehicles	Jan 2022
Managing the risks of transporting freight in shipping containers	Nov 2022

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Heavy Vehicle Chain of Responsibility (CoR) Training & Workshop for Executives and Managers

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Other NHVR Resources

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Vehicle Standards Guides

Our Vehicle Standards Guides (VSG) provide advice on a range of issues about heavy vehicle standards and modifications. We update these guides based on frequently asked questions and feedback that arise from time to time.

TITLE	TOPIC
VSG1 - Modification of vehicles for permits (VSG 1-2020)	Provides advice to operators and modifiers about the requirements for modifying or installing expensive fuel systems.
VSG2 - Requirements of the Road Vehicle Standards for PSV (VSG 2-2019) - updated 29 April 2022	Provides information for operators, manufacturers, importers, and modifiers of heavy vehicles about the introduction of the Road Vehicle Standards for PSV (VSG 2-2019).
VSG3 - Approved vehicle inspection (VSG 3-2019)	Provides information for operators and owners of heavy vehicles about what to inspect (including visibility) if they have these vehicles that may increase the safety of a heavy vehicle during loading events.
VSG4 - Approved vehicle inspection (VSG 4-2019)	Provides information for vehicle inspectors, Approved vehicle Inspectors and owners of heavy vehicles about road use and safety.
VSG5 - Vehicle Mounted Equipment (VME) Systems (VSG 5-2019)	Provides information for Approved vehicle Inspectors (AVIs) and owners modifying heavy vehicles by the addition of fitting equipment.
VSG6 - Rear Marking Plates and the Road Vehicle Standards (VSG 6-2019)	Rear marking plates that are faded, damaged, incorrectly fitted or no longer clearly marked with all required information must be replaced with Class A, A2 or A3070 plates.

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Road Access

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Local government road managers

The Heavy Vehicle National Law (HVNL) recognises the importance of local government being responsible for the roads they manage and maintain, as the widest local government is effectively local and most in infrastructure and transport to support and grow and innovation.

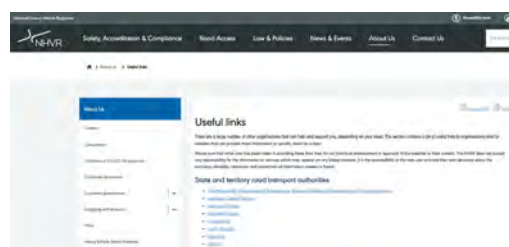
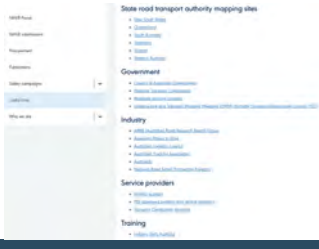
As a road manager, you are responsible for ensuring that access to your road network through the HVNL Road.

The National Heavy Vehicle Register (NHVR) has launched an interactive tool - [Road Access and Safety Calculator](#) - to help industry and road managers make more informed safety, productivity and sustainability decisions about the benefits of heavy vehicle operations on the road network.

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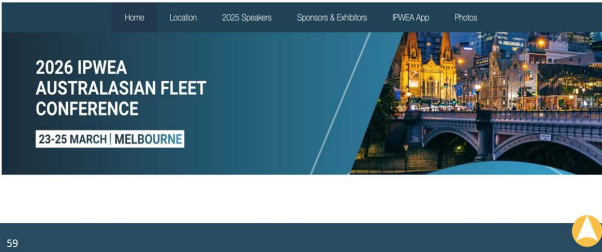
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54	 54	
55	 55	
56	NHVR Useful Links (cont.)  56	
57	Other Resources & Useful Information 	

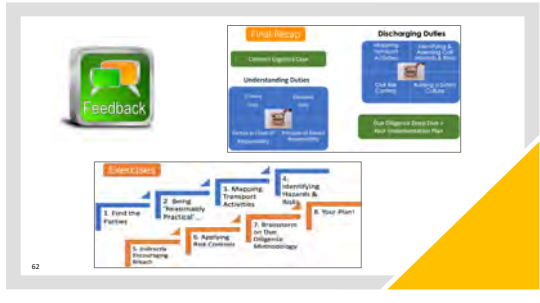
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58	IPWEA Fleet Resources  58	
59	IPWEA AUSTRALASIAN FLEET CONFERENCE 23-25 MARCH 2026  59	
60	Construction Logistics and Community Safety – Australia  60	
61	CLOCS-A Heavy Vehicle Safety Technology  61	

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63	Anne-Maree Coyne Chain of Responsibility Specialist Principal Modus Management IPWEA Fleet Consultant BALB, CMC, MIMC Mob: 0418 218 876 Email: anнемaree.coyne@ipwea.org LinkedIn: www.linkedin.com/in/anne-maree-coyne IPWEA FLEET CMC CERTIFIED MANAGEMENT CONSULTANT IMC INSTITUTE OF MANAGEMENT CONSULTANTS APMG International Change Management APMG International AgilePM PRINCE2 ISO 9001	

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Mud Map for Transport Activities (Exercise 3)

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Mud Map for Transport Activities (Exercise 3)

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Third Parties in Chain of Responsibility			
Transport Activities (Exercise 3)			
Touch Points for Transport Activities			
CoR Hazards or Risks (Exercise 5)			
CoR Risk Controls (Exercise 6)			
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CoR Risk Controls (Exercise 6)			

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CoR Risk Controls (Exercise 6)			

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Executive CoR Due Diligence Implementation Plan

Exercise 8

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Executive CoR Due Diligence Implementation Plan

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Additional Work or Notes

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